

PACE RECOMMENDATIONS

Recommendation Code	#	RECOMMENDATIONS	STRATEGY	OUTCOME
C	1	Create PACE website containing current news and information that can be accessed by all metro employees, even those without a county login.	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	2	Provide resource for ongoing support/maintenance of website (i.e. budget for webmaster, and assigning responsible position for required updates)	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	3	Create & distribute PACE Newsletter quarterly to defined distribution list	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	4	Assign individual or (or committee) to manage newsletter on ongoing basis	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	5	Establish & maintain PACE SharePoint site for committee members	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	6	Establish & execute periodic roadshows to share PACE news in person with Q&A	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	7	Create & maintain PACE county e-mail & e-mail management/tracking systems	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	8	Provide resource for ongoing support/maintenance of PACE e-mail account	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	9	Install Plexiglas holders in Metro facility common areas to showcase short PACE updates	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE

C	10	Establish TOMS PACE topic to communicate with all Transit employees w/o county email	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	11	Provide PACE topic info (i.e. talking points) to managers monthly (incl feedback mechanisms)	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	12	Implement Sr. Mgmt visits to worksites for formal/informal discussions re PACE	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
C	13	Develop & administer annual email & paper survey to gauge understanding & perceived relevance of PACE work.	Provide ongoing avenues and resources to effectively gather PACE-related input from employees	PACE Leadership and Metro Transit Management are well informed about employee's PACE-related perspectives, ideas and suggestions
C	14	PACE committees supported by survey specialist establish baseline measurements & compile results.	Provide ongoing avenues and resources to effectively gather PACE-related input from employees	PACE Leadership and Metro Transit Management are well informed about employee's PACE-related perspectives, ideas and suggestions
CC	1	Make Operator ID pictures available to chiefs & CIO thru MCS Replacement Project	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	2	MCS Replacement Project should include a direct connection between MCS & HASTUS	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	3	Implement real-time bus location & Operator ID in MCS System	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	4	Implement a standardized process chiefs will use to verify information	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public

CC	5	Adopt new procedure and checklist for Chiefs to review comments for accuracy & obvious errors before issuing a “SEE ME”, including follow up w/ Customer Service for deletion of complaint from wrong Operator and reissue	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	6	Incorporate Recommendation CC-5 (Re: Procedures for Review before issuing a “SEE ME” into Policy 15	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	7	Train all Chiefs on new process to ensure accurate ID/Verification	Train all Chiefs and Superintendents and inform all Operators on revised Policy 15	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	8	Print verification checklist on all “SEE ME” notes so that operator knows that required steps have been taken to ensure the accuracy of the identification	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	9	Revise Policy 15 per Red-Lined Mark Up which includes CC-4-9, 11-14, 20-21 and consider inclusion of additional operations based input (from chiefs and superintendents)	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	10	Train all Chiefs on Revised Policy 15	Train all Chiefs and Superintendents and inform all Operators on revised Policy 15	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	11	Eliminate the Review and Watch Lists (i.e. the Customer Complaint Review List) & provide Superintendents/Chiefs with summarized status report at Shake-up	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	12	As part of the implementation of the new MCS System, end the use of numerical codes and require Chief to enter categories into the MCS system response narrative	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit’s Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public

CC	13	Adopt proposed language for Section H of Policy #15 Re: After Action Response Entry	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	14	Implement Base Chief training to achieve consistency around use of After Action Response categories	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	15	Establish a focus group (including members who meet recommended requirements) at each base that will be responsible for fostering positive morale & dealing with customer complaints, comments and feedback.	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	16	Focus groups shall provide quarterly report to PACE Steering Committee.	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	17	Adopt duties recommended to be assigned to Focus Groups	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	18	Ensure that complaints provided directly to Executive or Council be redirected into the standard customer complaint process	Develop an effective approach to handling non-standard customer comments/complaints	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	19	Develop a training guideline to assist CIO in explaining to customers that we do not accept comments that include any type of discriminatory remarks – such complaints will not be sent to the base chiefs for action, rather such comments will be sent to EEO Manager for review & determination of how to address the bias entering the system	Develop an effective approach to handling non-standard customer comments/complaints	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public

CC	20	Operator information which does not accurately identify the proper Operator will be removed from the MCS record (in compliance with record retention laws)	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	21	Adopt a policy clarifying Operators cannot Opt out of Customer Comment process	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	22	Ensure Compliance with Record Retention Requirements for Personnel Related Documents	Revise and enhance the Customer Contact/Complaint Policy and Procedure (Policy 15)	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
CC	23	Inform all Operators regarding revised Policy 15	Train all Chiefs and Superintendents and inform all Operators on revised Policy 15	Metro Transit's Customer Comment/Customer Complaint System is simultaneously fair to Operators and leads to enhanced customer service to the public
D	1	Update the Operator Discipline Report and associated recommendations	Update the Operator Discipline Report and associated recommendations	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
D	2	Expand Operator Discipline Report to include VM, Sales and Customer Service and Power/Facilities (i.e. Transit Discipline Report)	Expand Operator Discipline Report to include VM, Sales and Customer Service and Power/Facilities (i.e. Transit Discipline Report)	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
D	3	Develop a workable principle to balance the interests of effective correction, consistency, discretion and compassion in discipline	Develop a workable principle to balance the interests of effective correction, consistency, discretion and compassion in	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
D	4	Construct a process and structure to systematically examine and review elements of the disciplinary system in order to guard against disparate treatment/disparate impact	Construct a process and structure to systematically examine and review elements of the disciplinary system in order to guard against disparate treatment/disparate impact	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion

D	5	Assess Non-Disciplinary Grievances to explore practices/structures that could lead to adverse impact	Assess Non-Disciplinary Grievances to explore practices/structures that could lead to adverse impact	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
D	6	Implement training program and training cycle for managers and employees to increase understanding of contract language and disciplinary policies and application of balancing principle	Implement training program and training cycle for managers and employees to increase understanding of contract language and disciplinary policies and application of balancing principle	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
D	7	Construct a process and structure to systematically examine and review elements of the disciplinary system in order to guard against disparate treatment/disparate impact	Construct a process and structure to systematically examine and review elements of the disciplinary system in order to guard against disparate treatment/disparate impact	Metro Transit's Disciplinary System is free of bias, leads to enhanced customer service to the public and incorporates a balance between consistency, discretion and compassion
EEO	1	Establish the position of Diversity & Manager & hire for the position; Diversity Mgr will report to Director or Directors Designee & will be independent of Sr. Staff & shall assist in holding managers accountable for compliance with EEO policies & practices	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	2	Diversity Mgr. will establish an office including Admin. Spec., Intake Counselor, trained investigator & trainer/instructor	Develop a plan to provide sufficient staffing of the EEO/Diversity Office	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	3	Recommended Responsibilities of EEO/Diversity Manager: Receive all formal complaints to ensure consistency & fairness & resolution. Brief unit Managers & superintendents of pending complaints. Help hold managers accountable	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	4	Include PACE EEO Subcommittee members in various stages of the hiring process (e.g. recruitment, application review, interview panels, 3 & 6 month probationary evaluations)	11	EEO and Diversity are important considerations in the effective management of the Metro Transit agency

EEO	5	EEO/Diversity Mgr will oversee management, coordination & direction of programs & services for EEO, AA, Non-discrimination, Anti-harassment, Diversity & ESJ in Transit Division; Act as key advisor to General Manager & DOT Director on issues related to EEO, AA & Diversity; work with various Transit stakeholders to further diversity, equity & accountability; Assist Chiefs, Supervisors, Superintendents & Managers in carrying out their EEO related responsibilities	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	6	Retain EEO Sub-Committee so that it remains available for consultation with EEO/Diversity Manager & in advisory capacity to DOT Director & Transit Division Manager during implementation	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	7	Retain EEO Sub-Committee in order to help develop & review strategies/systems, policies & guidelines to implement & enhance EEO & AA plans in KC Executive Branch	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	8	EEO Subcommittee hold quarterly meetings with DOT Director & Transit Genl Mgr to discuss EEO issues & concerns and provide recommended solutions	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	9	EEO Subcommittee members shall inform employees of options for processing discrimination complaints & shall notify EEO/Diversity Manager	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	10	EEO Subcommittee will review data provided by EEO/Diversity Manager to ensure PACE objectives are being met	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
EEO	11	EEO Subcommittee will assist with resolution of complaints if needed	Establish an EEO/Diversity Advisory Committee structure and approach to support the EEO/Diversity Program	EEO and Diversity are important considerations in the effective management of the Metro Transit agency

EEO	12	Publish a Quarterly EEO Newsletter	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	13	Establish a Transit EEO Webpage	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	14	Establish, maintain & utilize EEO Mailing List	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	15	Include Transit EEO data in Operations Bulletins, VM Newsletter, Facebook & on designated bulletin boards	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	16	Maintain a Regular EEO column in 587 News Review	Establish and maintain a regular column focusing on PACE, EEO, Diversity/Inclusion in Metro Transit's In Transit, Local 587's News Review, IPTE Local 17's Insight and other union publications	The importance of labor/management partnering to advance PACE, EEO, Diversity and inclusion is continually reinforced through joint labor/management communications
EEO	17	Staff an EEO table at Pick sites (similar to COPE)	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	18	Publish data & articles in <i>In Transit</i>	Establish and maintain a regular column focusing on PACE, EEO, Diversity/Inclusion in Metro Transit's In Transit, Local 587's News Review, IPTE Local 17's Insight and other union publications	The importance of labor/management partnering to advance PACE, EEO, Diversity and inclusion is continually reinforced through joint labor/management communications
EEO	19	Place EEO data on PACE website	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	20	Place EEO data on TOMS	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE
EEO	21	Establish periodic EEO related email messages from General Manager	Provide ongoing avenues and resources to effectively communicate PACE-related information to all employees	Members of the Metro Transit community are well informed about PACE

RS	1	Improve the leadership dimension by placing emphasis on equity and diversity system wide	Require Mandatory Hiring Panel/Hiring Authority Recruitment and Selection Training;	All parties who play a significant role in recruitment and selection are educated in principles of bias, cultural competency and inclusion for everyone
RS	2	Create new internal and external imaging strategies highlighting inclusiveness as a key component to Metro's success	Establish and Execute Strategic Outreach/Recruitment Plans; Provide Support to New Hire/Promotional Candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	3	Hold Leaders accountable for demonstrating a commitment to diversity through implementation of the recommended strategies of this document	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	4	Require mandatory recruitment and selection training for anyone participating in interviews within the Metro's transit division. (Training shall reinforcing the principles of fairness, consistency, accountability and inclusion)	Require Mandatory Hiring Panel/Hiring Authority Recruitment and Selection Training;	All parties who play a significant role in recruitment and selection are educated in principles of bias, cultural competency and inclusion for everyone
RS	5	Require mandatory reporting to DOT director and EEO manager regarding training in RS-4 (Recruitment & Selection Training)	Require Mandatory Hiring Panel/Hiring Authority Recruitment and Selection Training;	All parties who play a significant role in recruitment and selection are educated in principles of bias, cultural competency and inclusion for everyone
RS	6	Develop a toolkit to assist leaders with consistency as it applies to attendance, accidents, performance reports, sick leave & safety	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager's Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
RS	7	Hire EEO Manager	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency

RS	8	Require that rating criteria used in interviews be specific, convincing, and supported by examples; that Interviewers include actual examples of answers given, explanations of how these answers apply to the competency being rated, and the merit of their rating. Also require interviewers to provide specific documentation on how the candidate rating was determined.	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	9	Train hiring panel members on cultural competencies and interview bias. (Design training to identify and counteract nepotism, favoritism, and cronyism.)	Require Mandatory Hiring Panel/Hiring Authority Recruitment and Selection Training;	All parties who play a significant role in recruitment and selection are educated in principles of bias, cultural competency and inclusion for everyone
RS	10	Ensure equal access to job openings and skills development.	Establish and Execute Strategic Outreach/Recruitment Plans; Provide Support to New Hire/Promotional Candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	11	Provide email for Transit Operators to access electronic information.	Provide support to new hire/promotional candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	12	Create Job Announcement and Training boards at all worksites.	Establish and standardize a primary approach for employees to learn about special projects, details, acting, and special duty assignments, etc.	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically
RS	13	In hiring processes, make it clear that candidates can receive timely feedback on their performance in the processes & provide clear opportunity for candidate feedback after interviews.	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	14	Improve and increase dissemination of announcement methods to avoid negative effects on the advancement of particular groups of employees.	Establish and Execute Strategic Outreach/Recruitment Plans; Provide Support to New Hire/Promotional Candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	15	Assign a designated staff member to update information on Job Announcement and Training boards.	Establish and standardize a primary approach for employees to learn about special projects, details, acting, and special duty assignments, etc.	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically

RS	16	Develop strategic outreach/recruitment plans to attract a diverse applicant pool & maintain accurate records documenting these efforts.	Establish and Execute Strategic Outreach/Recruitment Plans; Provide Support to New Hire/Promotional Candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	17	Monitor, report, and evaluate Metro's workforce profile for improvement in representation of women and racial/ethnic minorities in managerial positions on a regular basis.	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
RS	18	Monitor existing career development systems and programs.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	19	Collaborate with PACE EEO/AA sub-committee.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	20	Establish a clearly detailed process for non-routine assignments, acting assignments, special projects, detail opportunities, and training.	Establish and standardize a primary approach for employees to learn about special projects, details, acting, and special duty assignments, etc.	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically
RS	21	Encourage efforts in the workplace and community to build a climate of equal access to opportunities.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	22	Check for who is being chosen for non-routine assignments, acting assignments, special projects, detail opportunities, and training.	Establish and hire the position of EEO/Diversity Manager	EEO and Diversity are important considerations in the effective management of the Metro Transit agency
RS	23	Develop and conduct cultural competency trainings and workshops for leaders to address concerns of interim assignment selection bias	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager's Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices

RS	24	Conduct H.R. staff awareness sessions on the practice to reinforce the principles of transparency, consistency, accountability and inclusion.	Require Mandatory HR Staff Recruitment and Selection Training	All parties who play a significant role in recruitment and selection are educated in principles of bias, cultural competency and inclusion for everyone
RS	25	Create a reference guide for managerial staff to help direct subordinates to resources. (part of recommended toolkit)	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager's Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
RS	26	Develop informational materials for candidates on how to be successful in an interview process.	Provide support to new hire/promotional candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	27	Provide interview skill building classes, workshops, and written materials.	Provide support to new hire/promotional candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	28	Create an Informational website page to provide specific support or feedback for the applied position, addressing common reasons for selection and/or non-selection of employment.	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	29	Employee email addresses	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented

RS	30	Develop a mentoring program to develop skills in current positions and for career development. Program should match mentors with interested candidates & should be the result of collaboration with PACE Workforce Development sub-committee. Program should clearly define mentoring roles and provide mentoring training. Program should match employees and be flexible for mentor and mentee, enabling them to choose and direct what they want to get out of the mentorship.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	31	Provide materials and advice on how employees can develop themselves for advancement.	Provide support to new hire/promotional candidates	The potential for successful navigation of recruitment and selection processes by diverse applicant pool is increased
RS	32	Develop standard toolkit for Chiefs on how to develop employees.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	33	Develop guidelines on the basic principles behind mentoring, such as confidentiality, commitment, respect, learning and sharing information.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
RS	34	Develop a process to review and evaluate hiring processes with an EEO Officer	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	35	Create Consistency Review Panel	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	36	Create a consistency review process for accountability in how candidates were evaluated in the hiring/interview process.	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented
RS	37	Collaborate with PACE EEO/AA sub-committee & Develop a timeline for implementation of recommended strategies.	Establish and Utilize Standardized recruitment/selection processes	Recruitment/promotional processes are fair, consistent and adequately documented

TWD	1	Establish a written policy that defines Metro’s mentoring program and associated roles and responsibilities for each section.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	2	Develop an integrated mentoring program for Metro employees. The program should build on the current successful programs in place at Metro (e.g. Vehicle Maintenance) and King County (e.g. HRD), as well as programs in development (e.g. Rail “Aspiring Leaders”).	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	3	Include peer-to-peer mentoring as a program element in an integrated mentoring program for Metro employees.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	4	Establish affinity groups for peer-to-peer mentoring (e.g. immigrants, Latinos, diverse staff).	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	5	Identify and train mentors with skills relevant to our business.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	6	Develop a plan that overcomes barriers and provides access to mentoring programs for our diverse workforce. (See Appendix B for list of barriers)	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	7	Educate and provide resources for management on how to support employees who participate in mentoring, including management who choose not to be directly involved as mentors.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	8	Implement performance tracking metrics (e.g. program participation) for integrated mentoring program.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically

TWD	9	Create an outreach plan that promotes mentoring throughout Metro, with specific focus on encouraging participation among our diverse workforce.	Establish and implement an integrated mentoring program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	10	Establish a written policy that defines Metro's career development program and associated roles and responsibilities.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	11	Require employees have a written career development plan with periodic progress reviews.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	12	Identify career development and leadership opportunities for employees.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	13	Develop a plan that overcomes barriers to career development for our diverse workforce.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	14	Provide training for management that promotes and supports career development.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	15	Create an internal King County career fair where employees can learn about opportunities for development across Metro and King County.	Plan and hold an internal King County career fair where employees can learn about existing opportunities for advancement and development across Metro and King County	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	16	Provide opportunities for employees to cross train and develop multiple skills on the job.	Identify methods to systematically increase use of on-the-job training or cross-training opportunities to meet work needs and simultaneously increase employee development opportunities	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically

TWD	17	Review whether labor agreements hinder career development by preventing work across job classes, and address as needed	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	18	Implement performance tracking metrics for Career Development Program (e.g. employee satisfaction with program).	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	19	Create an outreach plan that promotes career development throughout Metro, with specific focus on encouraging participation among our diverse workforce.	Establish and implement a system-wide career development program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	20	Establish a written policy that identifies career pathways at Metro and associated roles and responsibilities for each section.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	21	Establish specific pathways as part of a Career Pathways Program for both management and non-management advancement opportunities.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	22	Promote and ensure adequate opportunities for employee skill development through on-the-job training or cross-training opportunities (e.g. detail, acting, special duty, and upgrade assignments; special projects).	Identify methods to systematically increase use of on-the-job training or cross-training opportunities to meet work needs and simultaneously increase employee development opportunities	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically
TWD	23	Describe how on-the-job and cross-training assignments relate to career pathways as part of Career Pathways Program.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	24	Create a single source for employees to learn about on-the-job training or cross-training opportunities.	Establish and standardize a primary approach for employees to learn about special projects, details, acting, and special duty assignments, etc.	The use of on-the-job, hands-on employee development opportunities to get needed work done increases; and those opportunities are communicated systematically

TWD	25	Develop a plan to overcome barriers to the diverse workforce in following career pathways.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	26	Create and maintain a skills assessment system and database as part of Career Pathways Program.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	27	Implement performance tracking metrics (e.g. number of available skills development assignments) for Career Pathways Program.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	28	Create an outreach plan to promote the Career Pathways program throughout Metro, with specific focus on encouraging participation among the diverse workforce.	Establish and implement a Career Pathways program	The focus on and use of structured and systematic career development approaches within Metro Transit is increased; and those opportunities are communicated systematically
TWD	29	Establish a written policy that defines Metro's diversity training program and associated roles and responsibilities for each section.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager's Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
TWD	30	Develop a Diversity Training Program based on the principles of Awareness, Knowledge, Skills, and Accountability.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager's Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices

TWD	31	Create an outreach plan to promote the diversity training program and King County’s broader existing Equity and Social Justice training programs (beyond basic ESJ training) throughout Metro.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
TWD	30 i	To advance cultural awareness: Create a “diversity day” where employees can share experiences, food, and customs from their cultures, and learn about issues related to diversity. Provide development and leadership opportunities for employees to plan the diversity day.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division; Create a “diversity day” where employees share culturally specific experiences, food and customs and learn about diversity and inclusion	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices; Members of the Metro Transit community appreciate and respect cultural differences
TWD	30 i	To advance cultural awareness: Create a “diversity day” where employees can share experiences, food, and customs from their cultures, and learn about issues related to diversity. Provide development and leadership opportunities for employees to plan the diversity day.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division; Create a “diversity day” where employees share culturally specific experiences, food and customs and learn about diversity and inclusion	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices; Members of the Metro Transit community appreciate and respect cultural differences

TWD	30 ii	Develop a Diversity Training Program including the principle of: Knowledge: Require that all employees who supervise other employees take the basic Equity and Social Justice training offered by King County. Encourage first-line supervisors and leads to attend the same training.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
TWD	30 iii	Develop a Diversity Training Program including the principle of: Skills: Develop a communications training curriculum focused on working with diverse employees. Require all employees who supervise other employees to take the training.	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices
TWD	30 iv	Develop a Diversity Training Program including the principle of: Accountability: Implement performance tracking metrics (e.g. employee satisfaction).	Require Mandatory Basic ESJ Training for all supervisors and leads; Provide Cultural Competency/Diversity Training for all supervisors and leads; Develop Manager’s Toolkits and reference guides to support effective and consistent management across the division	Supervisory staff possess the skills, tools and understanding necessary to incorporate PACE principles (including ESJ and Cultural Competence) into all elements of the work and the environment; Supervisory staff possess the information necessary to consistently make management decisions which are aligned with adopted policy and established practices

RECOMMENDATIONS WERE PROVIDED BY THE FOLLOWING SUBCOMMITTEES:

- COMMUNICATIONS (C)
- CUSTOMER SERVICE & CUSTOMER COMPLAINTS (CC)
- DISCIPLINE (D)
- EQUAL EMPLOYMENT OPPORTUNITY (EEO)
- RECRUITMENT & SELECTION PRACTICES (RS)
- TRAINING & WORKFORCE DEVELOPMENT (TWD)